



# Remedial Action Grant Site Cleanup Process

Lean Project Progress Report: August 28, 2012

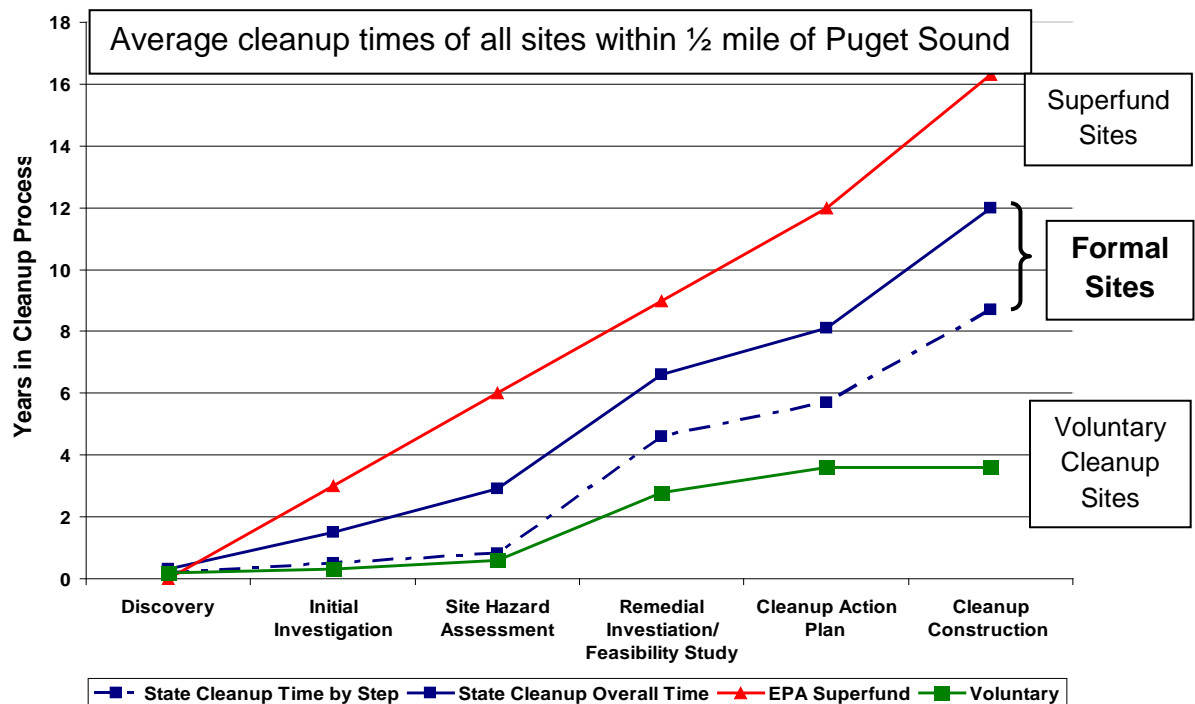
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<b>Event Date</b>	June 7, 8, 12, 18, 25, 2012		
<b>Background</b>	Publicly funded cleanup projects, like privately funded ones, can take many years to complete. Ecology asks for remedial action grant (RAG) appropriations and subsequent re-appropriation over multiple biennia for these cleanups. This unspent, re-appropriated amount many times reflects cleanup work not accomplished according to schedule. This has two significant impacts. First, under spending can represent a slowdown in a project and result in the continuing exposure to contaminants at the site; and second, under spending ties up money in the Local Toxics Control Account (LTCA), that could be used on other cleanup projects or purposes consistent with the Model Toxics Control Account (MTCA). Simply put, money sitting is money that is not providing any environmental benefit.		
<b>Project Objective(s)</b>	<ul style="list-style-type: none"> <li>• Understand current conditions by examining two selected RAG funded projects.</li> <li>• Establish target condition for cleanup decision-making and resultant expenditures and grant reimbursement of publicly funded cleanup work.</li> <li>• Reduce, for all publicly or privately financed cleanups, the time (measured in months or years) it takes to move through the cleanup process.</li> <li>• Improve, for publicly funded cleanup sites, the accuracy of budget requests to project spending plans so that re-appropriation balances are reduced.</li> </ul>		
<b>Lean Event Outcome</b>	<b>Current Situation (Old Way)</b>	<b>Future (New Way)</b>	<b>Benefits</b>
	<p>The progress on site cleanups can get stalled when:</p> <ul style="list-style-type: none"> <li>• Processes that can be run in parallel are instead run in a linear means.</li> <li>• Sampling data comes in all at once in a report instead of closer to real time so that decisions can be made more quickly.</li> <li>• Disagreements aren't resolved quickly.</li> <li>• A clear vision of the outcome isn't developed.</li> <li>• New project leads join a cleanup team and work is redone.</li> </ul>	<p>Have a more consistent approach to management of cleanup sites.</p> <ul style="list-style-type: none"> <li>• Create Site Manager Standard Work Book.</li> <li>• Incorporate Best Management Practices (BMP's) into the workbook, handling data sets, and disagreement procedure.</li> <li>• Adapt Voluntary Cleanup Program (VCP) site manager training model and project flowchart/checklists to RAG projects.</li> <li>• Train all current RAG site managers.</li> </ul>	<p>Standard work practices will speed up the cleanup process by (for example):</p> <ul style="list-style-type: none"> <li>• Ensuring sites stay on track.</li> <li>• More real time decisions are made during investigations.</li> <li>• Processes run in parallel when possible.</li> <li>• Clear outcomes.</li> </ul>
	<p>The development and review process for significant documents:</p> <ul style="list-style-type: none"> <li>• Allowed for non-substantive editorial comments, creating non-value added work and added delays to the site cleanup.</li> <li>• Did not include a goal of one</li> </ul>	<p>Have a more streamlined approach to document reports and reviews.</p> <ul style="list-style-type: none"> <li>• Ecology and local government team work closely together so each document has one review</li> </ul>	<p>Increasing team communication so investigation and study documents are correct the first time and less review time will speed up</p>

	<p>review and iteration.</p> <ul style="list-style-type: none"> <li>Was not always proceeded by frequent and clear expectations of what was needed in the documents. (Documents: Remedial Investigation, Feasibility Study, Cleanup Action Plan, Engineering Design Report, and RAG grant application).</li> </ul>	<p>cycle with one set of comments.</p> <ul style="list-style-type: none"> <li>Local government knows exactly what Ecology expects them to include in the documents.</li> </ul>	cleanup times.
	Consent Decrees and Agreed Orders are written without an option to conduct an interim cleanup action. If an interim action is needed, the legal document needs to be amended.	Boiler plate language for Consent Decrees and Agreed Orders will include the option to conduct an interim action.	Legal documents won't need to be amended or renegotiated and this will help speed up cleanup times.
	Clean up activities may begin before the project managers and teams have discussed standards such as responsibilities, roles, ground rules, protocols, and regulations.	<p>Site managers use a standard check list that structures a meeting to launch the project. This meeting establishes:</p> <ul style="list-style-type: none"> <li>Adequate staffing,</li> <li>Finances,</li> <li>Ground rules,</li> <li>Roles and responsibilities,</li> <li>Protocols</li> <li>Expectations for the site cleanup schedule.</li> </ul>	Cleanup times will be reduced when everyone understands the direction and the outcome, and has staffing and resources ready to proceed.
<b>Activities to Implement Future State</b>	<p><b>Completed</b></p> <ul style="list-style-type: none"> <li>Six checklists have been completed and are ready for Program Management Team review.</li> <li>Proposed changes to the Agreed Order boiler plate are completed and are currently under Attorney General review.</li> <li>The Toxics Cleanup Program Leadership Team meeting has been scheduled for September where training about the new steps will take place.</li> </ul> <p><b>In Progress</b></p> <ul style="list-style-type: none"> <li>Create a location on the intranet Site to post standard work practices information, training, boilerplates, and other site management tools.</li> <li>Talking to local governments and interested state agencies about the new way of conducting Remedial Action Grant cleanups is underway.</li> </ul> <p><b>Under Development</b></p> <ul style="list-style-type: none"> <li>Create a formalized standard program-wide training for site managers.</li> <li>Create a real-time dash-board to track Remedial Action Grant projects.</li> <li>Create Site Manager Standard Work Book. Adapt Voluntary Cleanup Program site manager training model. Train all current RAG site managers.</li> </ul>		
<b>Results to Date</b>	<p>The MTCA Lean Team:</p> <ul style="list-style-type: none"> <li>Better understands the current condition by examining two selected RAG funded projects (note: every project has variances in the current condition).</li> </ul>		

- Established target conditions for cleanup decision-making and expenditures and grant reimbursement of publicly funded cleanup work.
- Has identified three significant projects that will proceed by using mini-Lean Events.
- Is scheduling assistance from the Agency Lean Team for the significant projects.
- Has modified a couple of the project leads due to work load.
- Will slightly modify implementation dates due to “extreme quick launch” of MTCA Lean Event and summer work schedules.
- Has begun talking to local governments and state agencies about how Ecology will launch Remedial Action Grant projects and the new expectations on team coordination and commitment.

The chart below shows a review of average cleanup times of all sites within ½ mile of Puget Sound. We did this review in 2006 and the results today are similar. Remedial Action Grant cleanup sites would be included in the “formal sites” range.



## Discussion about Results

Currently formal cleanup projects (of which would include Remedial Action Grant sites) within ½ mile of Puget Sound typically take 10-12 years. The Program is anticipating that for Remedial Action Grant site cleanups, we can reduce that time by almost half.

We completed the MTCA Lean Event in June and are developing tools, tracking dashboards, and training to launch the future state. We should be able to implement the new process with subsequent Remedial Action Grants sites that come to Ecology.

### Projects will be tracked by phases:

Phase 1: Two years to complete the Draft Remedial Investigation/Feasibility (RI/FS) Study from data of approved RI/FS work plan.

Phase 2: Three years to complete construction from data of signed Agreed Order or Consent Decree.

This means we will have a better idea if the new standards are working within two years instead of six to twelve years for these new Remedial Action Grant sites.

Future Action Plan (Milestones)	What?	Who?	When?
	Create a formalized standard program wide training for site managers including peer or supervisory review for some period. <i>(Note: This project is tied to several others. This link will likely change the milestone date.)</i>	Sandra Caldwell and Charles San Juan	August 31, 2012.
	Create a real-time dashboard to track Remedial Action Grant projects to determine if the project is meeting target conditions in the minimum number of steps possible.	Dawne Gardiska and John Means	September 30, 2012
	Create Site Manager Standard Work Book. Incorporate BMP's into the workbook, handling data sets, and disagreement procedure. Adapt VCP site manager training model and project flowchart/checklists to RAG projects. Train all current RAG site managers	Bob Warren and Lucy McInerney	October 31, 2012